



BIAS



Purpose	To educate members on how bias influences decision making.
Description	A definition of bias is “prejudice in favor of or against one thing, person, or group compared with another, usually in a way considered to be unfair.” Behavioral psychologists have studied human bias at great length and have identified many types of biases. Being aware of these biases can dramatically change the way individuals make decisions.
Employ	<p>Analyze yourself and your team to see if any of these common biases are occurring.</p> <p>Anchoring - The tendency to rely heavily, or "anchor," on one trait or piece of information when making decisions</p> <p>Bandwagon Effect - The tendency to do (or believe) things because many other people do (or believe) the same.</p> <p>Availability cascade - A self-reinforcing process in which a collective belief gains more and more plausibility through its increasing repetition in public discourse (or "repeat something long enough and it will become true").</p> <p>Belief Bias - An effect where someone's evaluation of the logical strength of an argument is biased by the believability of the conclusion.</p> <p>Bias Blind Spot - The tendency to see oneself as less biased than other people, or to be able to identify more cognitive biases in others than in oneself</p> <p>Curse of knowledge - When better-informed people find it extremely difficult to think about problems from the perspective of lesser-informed people</p> <p>Framing Effect - Drawing different conclusions from the same information, depending on how or by whom that information is presented.</p> <p>Functional fixedness - Limits a person to using an object only in the way it is traditionally used.</p> <p>Halo effect - The tendency for a person's positive or negative traits to "spill over" from one personality area to another in others' perceptions of them.</p> <p>Hindsight Bias - Sometimes called the "I-knew-it-all-along" effect, the tendency to see past events as being predictable.</p> <p>Information bias - Seeking information even when it cannot affect action.</p> <p>In-group bias - The tendency for people to give preferential treatment to others they perceive to be members of their own groups.</p> <p>Negativity bias - Psychological phenomenon by which humans have a greater recall of unpleasant memories compared with positive memories.</p> <p>Observer-expectancy effect - When you expect a certain result and unconsciously manipulate or misinterpret data in order to find it.</p> <p>Planning fallacy - The tendency to underestimate task-completion times.</p> <p>Reactive devaluation - Devaluing proposals only because they are purportedly originated with an adversary.</p> <p>Selective perception - The tendency for expectations to affect perception.</p> <p>Stereotyping - Expecting a member of a group to have certain characteristics without having actual information about that individual.</p> <p>Once you discover a bias is in place it must be eliminated.</p> <p>Take a hard look in the mirror</p> <p>Collect and analyze many different types of primary and secondary data.</p> <p>Then listen to all of the players of the value chain objectively and a new perspective will arise.</p> <p>Believe in the collective intelligence but... embrace the devil's advocate; he may be the only person in the room that is preventing the bandwagon effect from taking off.</p> <p>Do not assume that what has been always will be.</p> <p>Watch out for over confidence and over optimism.</p> <p>Analyze multiple scenarios, and then stress test them equally.</p>